

RICHARD NOVAK is vice president of public sector programs, with primary responsibility to direct the Center for Public Higher Education Trusteeship and Governance, at the Association of Governing Boards of Universities and Colleges.

The center's mission is to strengthen the relationship between public academic institutions and state governments by enhancing the performance and capacity of public governing boards. With initial funding by several major foundations, the center is staffed by three full-time professionals, a senior fellow, and two administrative assistants.

Mr. Novak has directed a special six-year initiative on board and presidential leadership funded by the W. K. Kellogg Foundation, a privately funded study on the effectiveness of public college and university governing boards, and a legislative study examining the governance of the University System of Maryland.

Prior to joining AGB, he spent 13 years on the staff of the American Association of State Colleges and Universities. This included assignments as director of the Center for State Higher Education Policy and Finance and assistant director of governmental relations covering federal tax, budget, and appropriations issues.

Recent articles and publications include *Statewide Governance, Coordination, and Trusteeship: An Annotated Bibliography* published by AGB; "Methods, Objectives, and Consequences of Restructuring," a chapter in the Jossey-Bass book, *Restructuring Higher Education: What Works and What Doesn't in Reorganizing Governing Systems*; lead author on an AGB report, *Bridging the Gap Between State Government and Public Higher Education*; and co-author on "A Not So Distant Mirror: Great Depression Writings on the Governance and Finance of Public Higher Education" appearing in the 2000 *History of Higher Education Annual* and "Substance Versus Politics: Through the Dark Mirror on Governance Reform," in the March 2003 edition of the journal *Educational Policy*.

Mr. Novak received both his baccalaureate degree in liberal arts and a master's degree in higher education administration from Michigan State University.

TERRENCE J. MacTAGGART is an experienced leader and scholar in higher education. He is concurrently a University of Maine System research professor and a senior fellow with the Center for Public Higher Education Governance and Trusteeship of the Association of Governing Boards. His work focuses on higher education policy, statewide governance, and economic development. He has served as a faculty member and administrator at several public and independent colleges and universities. He has held the chancellor's position at the Minnesota State University System and the University of Maine System. Prior to his system level service, Dr. MacTaggart was chancellor at the University of Wisconsin in Superior.

Dr. MacTaggart has served as a consultant and facilitator of board retreats for numerous colleges, universities, and systems, including the University of Nebraska System, the University System of Maryland, the University of North Carolina at Chapel Hill, the Oregon University System, the University of Alaska System, the University of Northern British Columbia, the University of Victoria in British Columbia, Texas Southern University, and others.

His research and publications focus on governance and improving state-university relations. With James Mingle, he recently authored *Pursuing the Public's Agenda: Trustees in Partnership With State Leaders*. In 1995, he served as the editor and lead author of *Restructuring Higher Education: What Works and What Doesn't in Reorganizing Governing Systems*. Three years later he produced *Seeking Excellence Through Independence*, which focuses on rebalancing campus autonomy and accountability in order to achieve better results.

Dr. MacTaggart's academic credentials include a doctorate and master's degree in English literature from Saint Louis University, a master's of business administration degree from St. Cloud State University, and an honorary doctor of law degree from the American College of Greece. He has served as a Fulbright Scholar to the Ministry of University Affairs in Thailand and is a member of Phi Beta Kappa.